



SECTION V

ENTERPRISE FUNDS



ENTERPRISE FUNDS

WATER/SEWER • RECREATION • ED BURNS ARENA •
COUNCIL ON AGING TRANSPORTATION •
YOUTH SERVICES



Program Description

The Water and Sewer Division maintains the Town's water distribution system and the sewer collection system. The work involves maintenance and repairs on roughly 130 miles of water mains and 117 miles of sewer mains. Deteriorating and broken pipes are fixed, sewer mains are flushed, hydrants are maintained and flushed, and just under 13,000 meters are billed quarterly.

Water treatment and supply, as well as sewer treatment, is provided by the MWRA. The Town's DPW Director maintains a voting position on the Advisory Board to the MWRA.

Budget Statement

The FY24 Budget assumes an estimated 3.66% water rate increase and a 3.54% sewer rate increase.

The budget is level services funded.

PROGRAM COSTS

Water/Sewer Enterprise Fund	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Personnel Services	2,350,887	2,380,292	2,554,878	2,696,219
Expenses	3,177,312	3,435,239	3,941,065	4,001,417
MWRA Assessment	14,499,630	15,082,484	15,232,669	15,260,957
Capital Expenses	1,433,344	1,736,219	2,155,086	2,370,572
Total	21,461,173	22,634,234	23,883,698	24,329,165

FY2024 Objectives

- Finalize replacement of older meters and meter reading hardware.
- Roll out technology to allow for remote account access to water use data.
- Implement projects related to American Rescue Plan Act (ARPA) funding. Projects to include improvement to Town's sewer pump stations and pressure monitoring systems.

Major Accomplishments for 2022

- Replaced 266 water meters.
- Provided water use data to the Town Treasurer for billing while changing out meters and electronic reporting equipment.
- Repaired water main leaks at 41 locations.
- Repaired water service lines at 54 locations.
- Replaced 30 hydrants.
- Flushed over 175 locations to clear blockages from sewer mains and services.
- Sampled 14 designated residential and commercial locations weekly for water quality.
- Provided over 589 mark-outs for underground excavation work.

Fiscal Year 2024 Budget



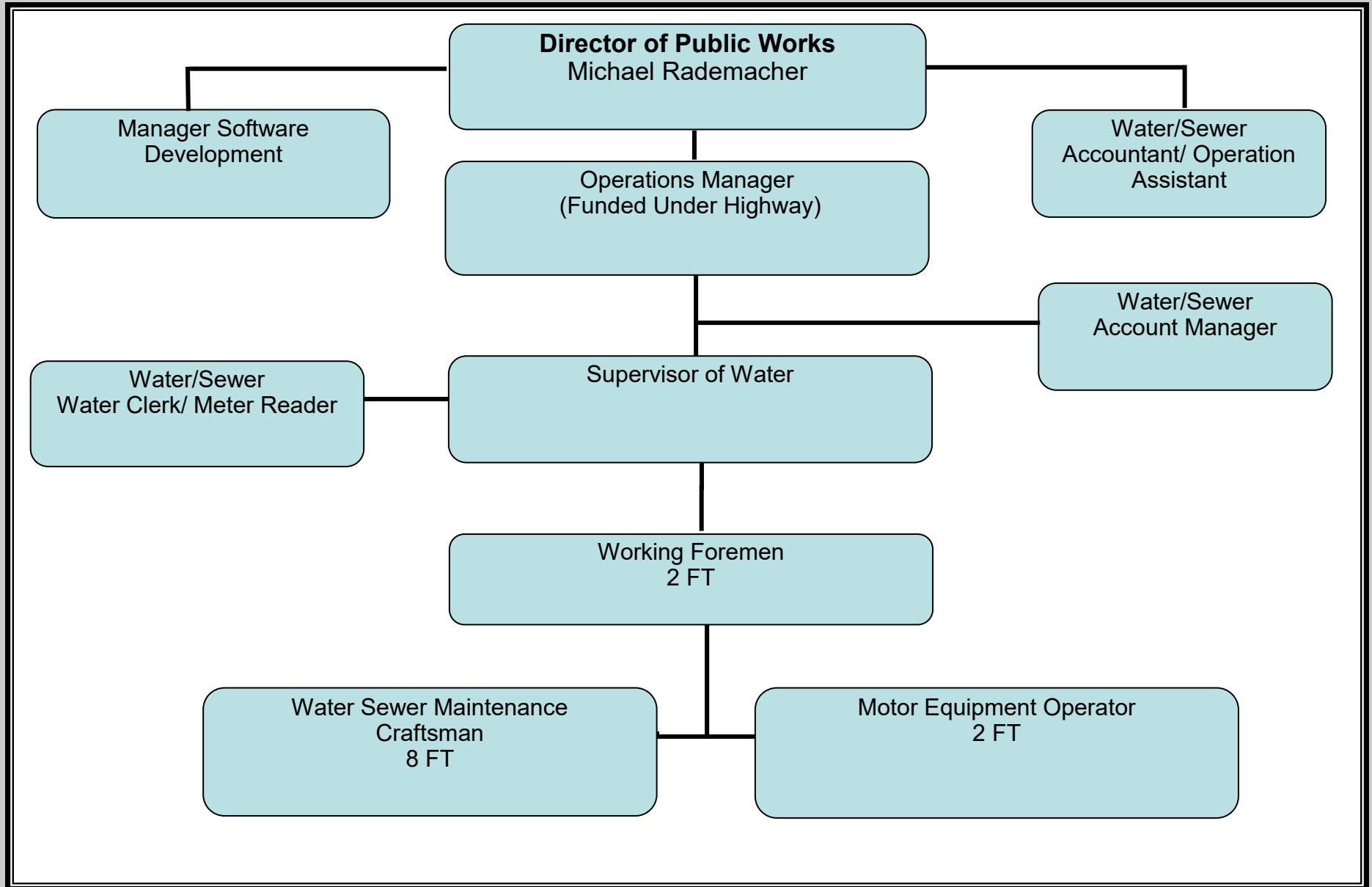
Water/Sewer Enterprise Fund

Performance / Workload Indicators

	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimated
Water/Sewer Enterprise				
Water Meters Read	12,585	12,605	12,627	12,625
Repair Water Main Leak/Break	62	52	41	50
Repair Water Service Leak	45	56	54	55
Repair or Install Meter	711	546	266	3,500
Repair or Install Hydrant	15	27	30	50
Catch Basins Cleaned	36	16	23	50
Sewer Back-Up Flushes	72	34	32	35
Replace or Install Sewer Pipe	41	67	47	45
Sewer Main Flushes	160	183	142	150
Excavation Mark outs	627	613	589	600
Water Quality Test Sites	14	14	14	14
Water Mains - miles	131	131	131	131
Sewer Main - miles	117	117	117	117
Sewer Pump Stations	9	9	9	9
Fire Hydrants	1,414	1,414	1,414	1,414

STAFFING

Water/Sewer Enterprise Fund	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	3	3	3	3
Public Works	12	12	12	12
Total	17	17	17	17





Program Description

Arlington Recreation, a self-sustaining department of the Town of Arlington, is proud to offer safe, quality and affordable recreational programs and facilities for citizens of all ages and abilities. The primary responsibilities of the department are to plan, coordinate, and supervise year-round recreation and leisure programs. The department rents several spaces in town including school gymnasiums, school classrooms, and a commercial storefront for programming. The department continually looks for additional spaces to offer programs, community events, and childcare options for the residents of Arlington. The Recreation Department operates and manages the Reservoir Beach, Ed Burns Arena, North Union Spray Park, and Thorndike Off-leash Recreation Area. The Recreation Department oversees the permitting of all parks and playgrounds as well as manages all capital projects in town under the Park and Recreation Commission's jurisdiction.

Budget Statement

Overall, the FY2024 budget expenses and revenues are estimated to increase by 17%. This is due to increased participation across programming with a large increase in reservoir beach revenue as well as an attempt to lengthen the beach season in 2024 due to resident demand. Additional funding has been requested in FY2024 to assist in the possible transition of locations for the Kid Care early education and after school programming. Temporary staffing is estimated to increase another 5% due to the increase in minimum wage.

PROGRAM COSTS

Recreation Enterprise Fund	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Personnel Services	499,212	673,251	785,329	867,148
Expenses	531,736	1,039,439	1,106,398	1,354,342
Total	1,030,947	1,712,690	1,891,727	2,221,490

FY2024 Objectives

- Complete several capital projects including the Robbins Farm Playground and the Hurd Field renovation. Continue to seek funding for all necessary improvement for municipal playground renovations.
- Complete Design Services and the procurement process for the FY2024 capital projects including Hill's Hill Mountain Biking and Menotomy Rocks Park Playground.
- Look at necessary program modifications in Kid Care, Reservoir Beach operations, summer programming, and travel basketball.
- Administratively develop efficient processes for recreation program contractual services with program providers.

Major Accomplishments for 2022

- Completed the Reservoir Beach renovations with a grand opening to the public in June 2022.
- Completed Design Services for several major projects including Hurd Field, Stratton Playground, Peirce Playground, Bishop Playground, Parmenter School Playground, and Spy Pond Playground.
- Completed the feasibility study for Mountain Biking project at Hills Hill.
- Continued to implement the planning strategies from the 2021 capital project feasibility study.
- Administered travel basketball operations for over 25 competitive teams for boys and girls grades 4-8 with anticipated increased in 2023. A total of 300 participants participated in the program.
- Completed playground inspections and repairs to Menotomy, Poets, Cutter, Stratton, Peirce, Bishop, Locke, Parallel, Crosby, Waldo, Brackett, and McClennen.
- Program participation increased by 15 percent throughout the department.

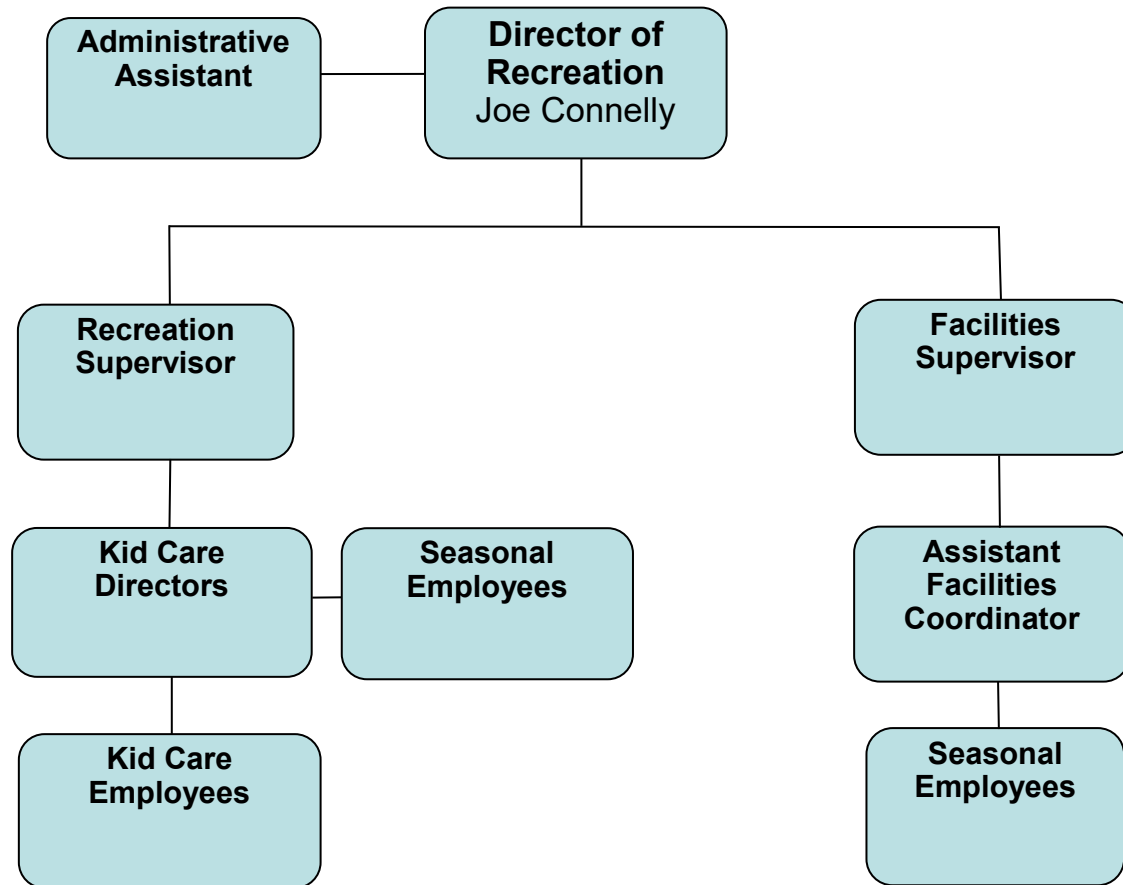


Performance / Workload Indicators

Recreation	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimated
Participants:				
Fall	1,204	2,088	4,330	4,330
Winter	1,745	1,572	2,470	2,470
Spring	0	2,121	4,202	4,202
Summer	2,214	4,781	5,841	5,841
Reservoir Tags:				
Adult Resident	142	48	165	165
Child Resident	122	62	120	120
Senior Citizen	42	86	99	99
Resident Family	178	288	321	321
Resident Family Plus				
1	39	22	49	49
TOTAL Tags:	485	506	754	754
Reservoir Day Passes:	17,590	4,611	15,308	15,308

STAFFING

Recreation Enterprise Fund	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Managerial	0.8	0.8	0.8	0.8
Clerical	1.3	1.3	1.3	1.3
Professional/Technical	5.2	3.8	4.0	4.8
Custodial/Bldg. Maint.	0.2	0.2	0.2	0.2
Total	7.51	6.1	6.3	7.1





Program Description

The Ed Burns Arena is a self-sustaining division of the Town of Arlington Recreation Department. The Ed Burns Arena is an indoor ice facility located at 422 Summer Street in Arlington. The facility includes a regulation size rink of 85' x 197' with spectator seating for 1,000 people. Amenities at the rink during the months of November to April include snack bar & concession services, vending machines, skate rentals, skate sharpening, and team locker rooms. The Ed Burns Arena is open to the public for skating during the months of August through April. Along with seasonal skating opportunities for the public, many school-sponsored hockey programs and events as well as private hockey leagues use the rink.

The Department is working on strategies to increase usage during the non-peak ice times as well as the off-season when the ice is removed.

FY2024 Objectives

- Improve marketing of ice rentals, focusing on open time slots earlier in the season and those not historically rented.
- Offer additional public skating, specialty ice events, and skating programs to address the bookends of the season.
- Implement more off-ice programs and rentals during the off-season including indoor sport rentals, birthday parties, special events, and unique recreational programming.
- Conduct a study of the parking area to improve safety and utilization of the parking at the Ed Burns Arena and adjacent fields.

Budget Statement

Overall, the FY2024 budget remains consistent with an estimated increase of 8% in both revenues and expenses.

The Recreation Department will continue to evaluate the services at the rink and look to implement changes to help increase usage throughout the year.

PROGRAM COSTS

Ed Burns Arena Enterprise Fund	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Personnel Services	168,348	289,818	279,395	289,082
Expenses	239,522	284,556	332,573	364,092
Total	407,870	574,374	611,968	653,174

**Major Accomplishments for 2022**

- Completed ADA-upgrades to the bleacher area which includes the addition of a wheelchair lift and dedicated seating area.
- Made necessary mechanical improvements so that the rink can operate in an efficient manner.
- Conducted a hazard review of the refrigeration and mechanical rooms to improve safety in the rink for patrons and employees.
- Successfully generated positive revenue to increase the reserve funds balances for future programming and facility needs.

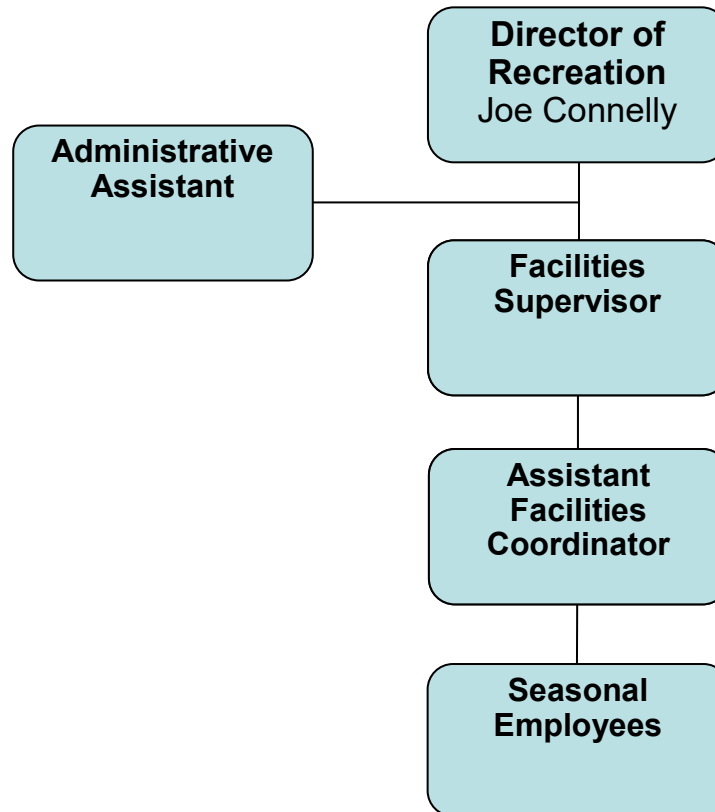
Performance / Workload Indicators

	FY2020 Actual	*FY2021 Actual	FY2022 Actual	FY2023 Estimated
Ed Burns Arena				
Ice Rental Hours	1,379	1,293	1,670	1,670
Adults	3,858	479	3,117	3,117
Children/ Seniors	6,434	714	6,660	6,660
Skate Rentals	3,202	988	2,963	2,963
Skate Sharpening	146	92	95	95
Stick and Puck	1,121	417	790	790

* FY2021 was forced to shutdown periodically due to the covid pandemic and public skating operated at only 25%-40% capacity

STAFFING

	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Ed Burns Arena				
Enterprise Fund				
Managerial	0.2	0.2	0.2	0.2
Clerical	0.7	0.7	0.7	0.7
Professional/Technical	1.2	1.0	1.0	1.2
Custodial/Bldg. Maint.	0.8	0.8	0.8	0.8
Total	2.9	2.7	2.7	2.9





Program Description

The Council on Aging (COA) Transportation Program was established as a Town Enterprise Fund in 1988 to provide affordable transportation for Arlington seniors. Access to transportation has continued to be a leading factor in the quality of life for adults over age 60. Arlington has one of the highest percentages of older adults in the town population, compared to neighboring towns in the commonwealth. By 2025, it is estimated that Arlington Residents age 60+ will surpass 30% of the town population. It is crucial to provide an array of accessible transportation options to allow older adults to maintain independent and active lives. Many older adults are not able to walk long distances or stand at bus stops, highlighting the critical need for accessible curb-to-curb transportation programs as run through the Council on Aging. The COVID-19 Pandemic has only further highlighted the need for safe and reliable transportation options for older adults in Arlington.

One of the program goals is to reduce barriers to medical treatment. The COA Transportation program provides thousands of rides a year to medical appointments both within Arlington and to surrounding communities through the greater Boston region. These rides are completed using two accessible wheelchair-lift passenger vans, volunteer drivers, partnerships with the local taxi company, and Uber.

The program also has a goal of combating social isolation. The two accessible vans allow older residents to maintain independence and schedule rides to grocery shop, attend a class or a program, complete necessary errands or meet a friend for a social visit. The COA has been proud to continue transportation services for older residents in Arlington under new safety protocols, to allow older residents to get to the places they need amidst the pandemic.

Budget Statement

As an Enterprise Fund, the COA Transportation Program must generate sufficient revenues to meet its program expenses. Program expenses include administrative costs for supervision, driver pay, mandatory driver trainings, taxi program expenses, fuel, and vehicle repair. Program revenues are generated through rider fees, Community Development Block

Budget Statement (cont.)

Grant (CDBG) funding, a grant from the Symmes Medical Use Nonprofit Corporation, funding from the Elizabeth and George L. Sanborn Foundation for the Treatment and Cure of Cancer, Inc and other specific grants related to serving the transportation needs of seniors. The Council on Aging must continually seek revenue from riders and non-municipal resources in order to continue to offer a low-cost transportation option for Arlington residents age 60 and over.

The COA Transportation Program utilizes a menu of transportation services, including volunteer drivers. The division continues to seek out additional funding to cover the cost of providing low-cost transportation to seniors.

PROGRAM COSTS

Council on Aging Transportation	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Personnel Services	76,569	84,061	162,344	95,249
Expenses	30,461	40,090	32,300	32,300
Total	107,030	124,151	194,644	127,549

FY2024 Objectives

- Continue to form partnerships with transportation related organizations options through participation in MASS DOT regional meetings, partnerships with other area COAs, and participation in the Arlington Sustainable Transportation Advisory Committee.
- Recruit 10 new volunteers as Medical Escort Drivers to meet increased demand.
- Continue to offer free van trips to and from the Community Center for COA programs, services and activities. This benefit has been well received and is necessary in order to persuade residents to choose the van instead of needing to park a personal vehicle in our limited parking.
- Continue to offer free van rides to COA monthly podiatry clinic in Medford due to the importance of this service.



Objectives (cont.)

- Continue to educate Arlington Seniors on Ride Sharing and shift rides from taxi service to Uber
- Expand the volunteer driving program to include transportation to non-medical out of town rides to improve independence for older residents. Work with neighboring towns to possibly form a pool of volunteer drivers for non-medical rides.
- Continue to ask for feedback from our residents on the types of transportation needs they have that we do not cover. i.e. out of town rides for social visits, or non-medical needs.
- Continue weekly rides to Market Basket in Burlington one morning per week due to the demand.
- Continue to seek additional grant funding sources through charitable foundations focusing on reducing isolation as a health determinate factor.
- Continue to hold Senior Charlie Card registration events multiple times through the year, and have staff member available to assist with Senior Charlie Card renewals.

Major Accomplishments for 2022

- Provided over 8,200 rides to Arlington older adults.
- Accommodated 30% increase in van rides due to expanded programming and services post-reopening of renovated Arlington Community Center
- Hired a 6th COA Van Driver to meet the demand of increased van rides requested.
- Coordinated all transportation for Cancer related appointments for all Arlington residents, of all ages, through a grant from the Sanborn Foundation.
- Published Age and Dementia Friendly Action Plan after 3 years of information gathering, focus groups and input from residents. Transportation is a major focus in this plan.
- Served as the Transportation Arm of Arlington EATS; providing all transportation needed to Arlington EATS clients, for free
- Replaced 2013 Van with new 2022 Van, through a grant from MassDOT.

Major Accomplishments (cont.)

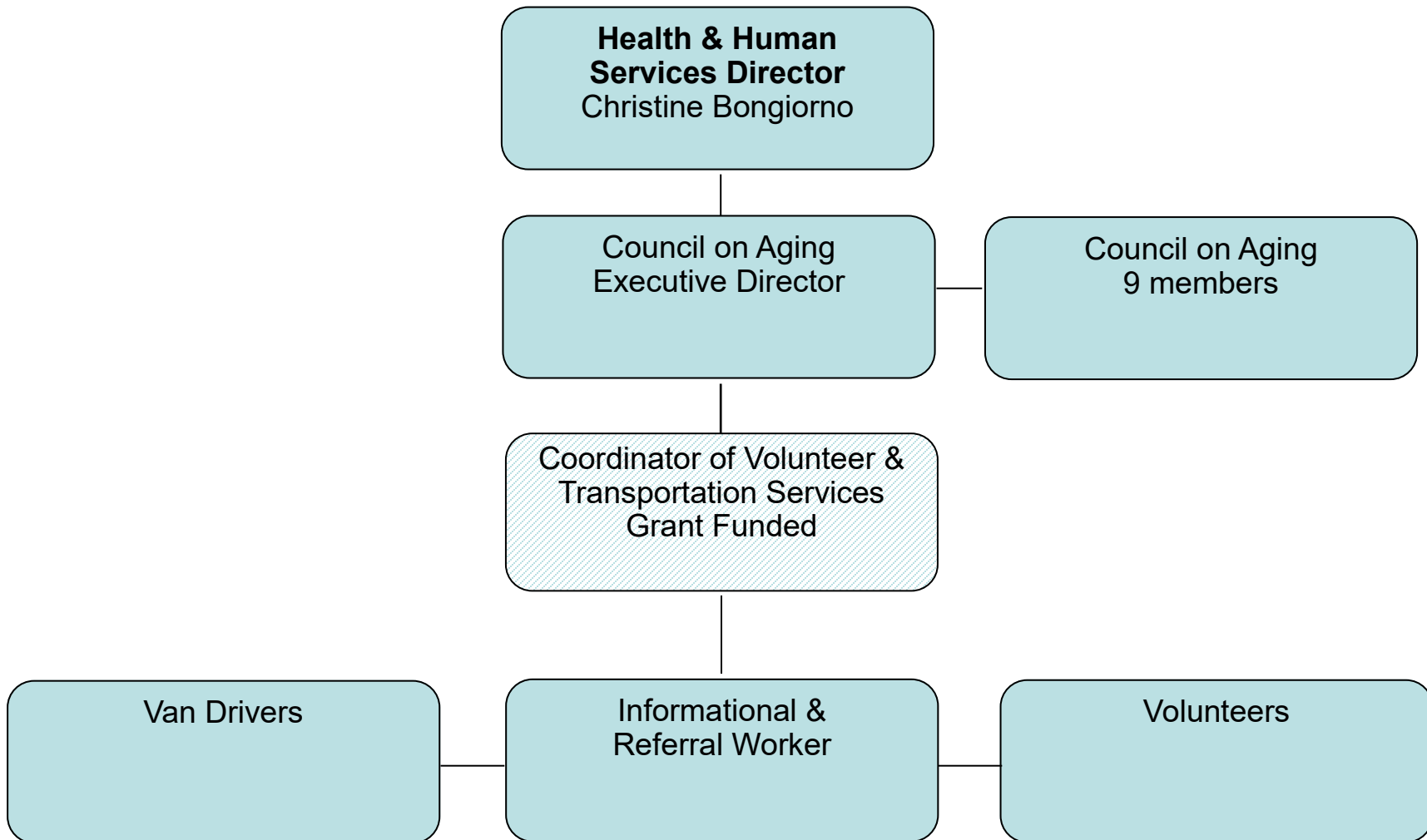
- Continued to educate people on ride share applications by holding educational sessions to train people on downloading and using the Uber app.
- Hosted 2 MBTA Senior Charlie Card Event for 30 seniors. Began assisting with Charlie renewals on a walk-in basis.
- Rolled out COA "Easy Ticket" payment program, which allows residents to purchase van tickets in bulk for a discount. These same tickets can be used for COA program fees.
- Expanded driver hours to accommodate 4 round trip van rides (28 individuals per week) to Market Basket on Tuesday mornings.
- Continue to provide complimentary van rides to all vaccine clinics or vaccine appointments.

STAFFING

Council on Aging Transportation	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Managerial	0	0	0.00	0.00
Clerical	0.80	0.80	0.80	0.80
Transportation Drivers	0	0	0.80	0.00
Total	0.80	0.80	1.60	0.80

Performance/Workload Indicators

Council on Aging Transportation Enterprise Fund	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimated
Vans - One Way Rides	6,766	1,345	3,816	7,000
Medical Rides (MES and Taxi)	1,436	1,458	2,757	1,113
Uber rides	65	0	309	540





Program Description

The Arlington Youth Counseling Center (AYCC) is a welcoming and inclusive community mental health center and the leading provider of outpatient and school-based mental health services for Arlington youth (ages 3-21) and their families. Central to its mission, AYCC is committed to ensuring that all community youth and families have access to comprehensive, culturally-sensitive, and high-quality mental health care, regardless of their ability to pay. AYCC provides thousands of dollars of free and reduced-fee care to families who are uninsured, under-insured, or who otherwise cannot afford the cost of deductibles and copays. Additionally, AYCC offers weekly support groups for people who have experienced domestic violence, and provides critical social services in the community, including resource coordination and case management, for Arlington residents experiencing housing instability, food insecurity, and other basic resource needs.

Budget Statement

The proposed FY24 budget for the Arlington Youth Counseling Center's (AYCC) enterprise fund reflects an anticipated budget increase of \$106,680, or nearly 10%, over FY23. Personnel costs (salaries and wages) make up the entirety of this increase, which include several new and expanded clinical positions, as well as step and cost of living increases for existing salaried employees.

AYCC anticipates continued revenue growth in FY24 through increased insurance reimbursements and client copayments. As reflected in the personnel costs, AYCC has expanded its clinical team by several full and part time positions. With increased clinical capacity, AYCC expects to see an increase in counseling sessions/billable services. Additionally, rate increases from both commercial and public insurance providers, as well as the recent shift among all commercial insurance providers to pay for services delivered by non-independently licensed clinicians, will account for increased insurance payments.

PROGRAM COSTS

Youth Counseling Center Enterprise Fund	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Personnel Services	491,486	865,815	1,167,240	1,304,882
Expenses	331,072	30,530	50,500	50,500
Total	822,558	896,345	1,217,740	1,355,382

FY2024 Objectives

- Provide comprehensive, affirming, and high-quality mental health care to community youth and families through outpatient, virtual, and school-based counseling, psychiatric evaluation, medication treatment, and case management services.
- Increase the number of annual clients served by at 10%.
- Expand AYCC's psychiatry team and ensure continuity of care, by hiring a second part-time psychiatrist to provide support and coverage for AYCC's existing psychiatrist.
- Reduce wait times for youth and families seeking services at AYCC by maximizing clinical caseloads among AYCC clinicians, expanding AYCC's capacity to see clients in schools, and maintaining a robust clinical internship program.
- Partner with the Arlington METCO program to ensure equitable access among Arlington METCO students to AYCC's school- and community-based programs and services.
- Center and promote equity in our work with the community, and in our internal organizational practices.
- Invest in continued professional development and clinical skills training opportunities among AYCC staff to ensure high quality mental health services that are evidence-based, culturally responsive, trauma informed, and equitably delivered.
- Assist at least 100 Arlington families who make a lower income in purchasing gifts for their children by administering the Holiday Help program, refining and strengthening practices as needed.
- Work with the Board of Youth Services to review and update, as necessary, the Board's mission, structure, composition, and policies and practices to maximize support for AYCC and the wellbeing of youth in the community.
- Increase the number of clinic- and school-based groups that support the needs of children, teens, and parents/caregivers in the community.
- Strengthen community resource support and case management services for Arlington residents experiencing basic resource needs.



Major Accomplishments for 2022

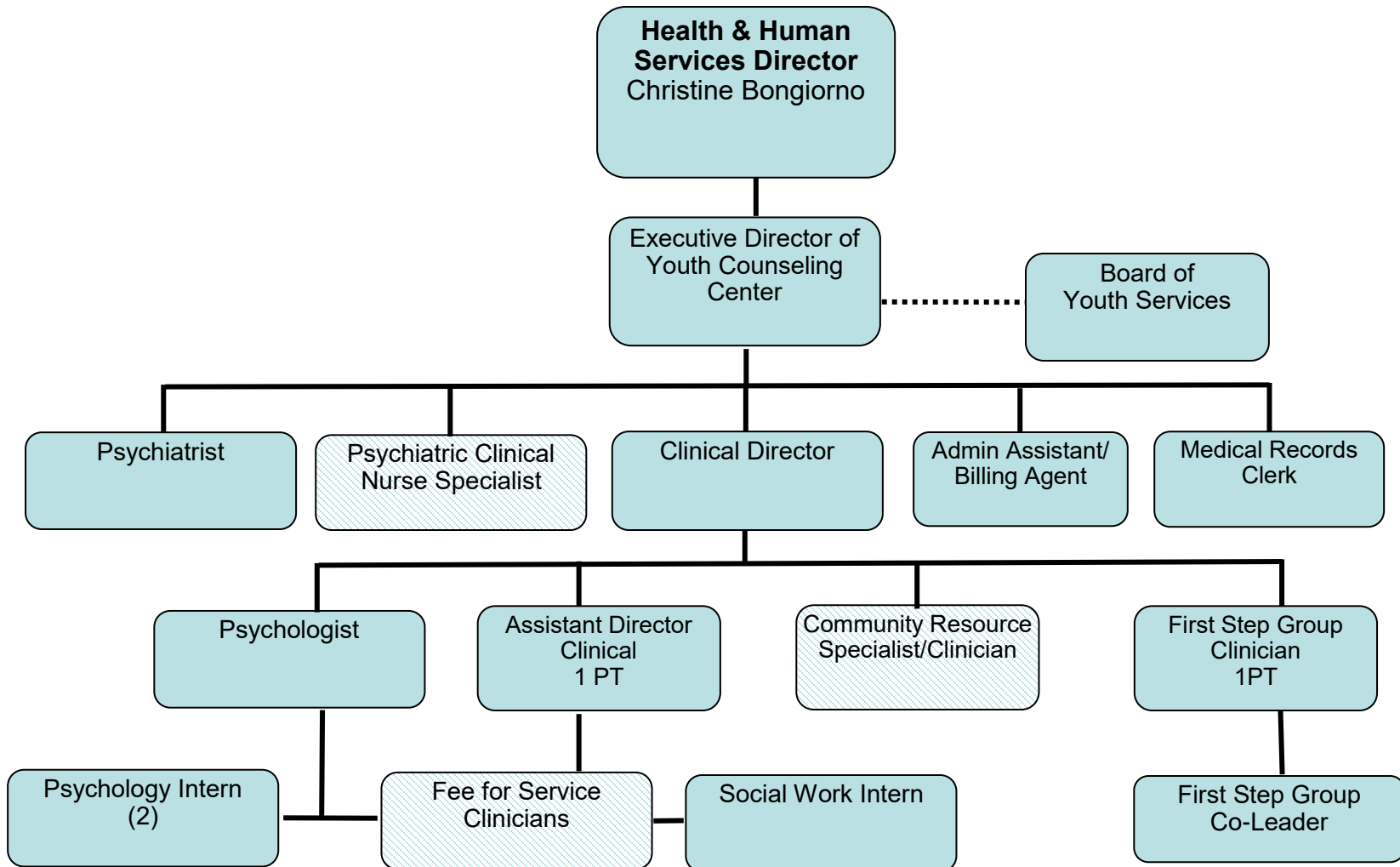
- Conducted 7,657 counseling and medication treatment sessions with 302 clients, including 98 new AYCC clients.
- Provided 1,242 counseling sessions to 60 students in Arlington Public Schools through the Project Success Program.
- Increased access to psychiatric evaluation and medication treatment among AYCC's child and adolescent clients by offering an additional 3 hours of virtual psychiatry services weekly.
- Hired four new full-time clinicians to address the growing need (waitlist) among community youth and families for mental health services.
- Provided weekly therapeutic and clinical support to students in the Workplace, an alternative program at Arlington High School.
- Conducted 35 in-person therapeutic groups for victims and survivors of domestic violence.
- Partnered with the Arlington METCO Director to ensure Arlington METCO students had equitable access to AYCC's services.
- Contracted with Lexikeet Language Services to provide document translation and interpretation services to non-English speaking clients.
- Provided a free virtual workshop, "Self-Compassion for Arlington Parents and Caregivers," and subsequent 4-week therapeutic group for parent/caregiver members of the community.
- Facilitated a six-week, school-based friendship group for Gibbs students
- Partnered with the Board of Youth Services to host a virtual community forum, "Talking to Children –Young and Old– about Suicide."
- Engaged 74 Arlington residents in case management services to assess unmet basic needs and facilitate access to local and statewide resources and assistance programs.
- Through the Arlington COVID-19 Relief fund, distributed \$53,286 in emergency financial assistance to 40 community members/ households who had experienced income loss as a result of the pandemic.
- Increased revenue through medical reimbursements and client copayments by 22% over FY21.
- Awarded a 10-year, \$500,000 sustaining grant from the Cummings Foundation.
- Raised over \$60,000 through AYCC's annual fundraising campaign.

STAFFING

Youth Counseling Center Enterprise Fund	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Request
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	4.02	4.02	11.11	13.45
Total	6.02	6.02	13.11	15.45

Performance / Workload Indicators

Youth Services	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimated
Total Counseling Sessions	6,622	8,402	7,657	8,200
Psychiatric Evaluations	31	84	45	60
Medication Management Sessions	456	414	468	350
Total AYCC Clients	349	313	302	345
New AYCC Clients	138	76	98	140
Group Sessions Conducted	35	0	13	40
First Step Group	36	20	35	48
Total Case Management Clients	40	98	74	90
New Case Management Clients	27	63	59	50
Case Consultation and Care Coordination	472	628	496	500
COVID-19 Relief Fund Recipients	0	92	40	10





Enterprise Fund Budget History Summary

Fund	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget	\$ Change	% Change
Water/Sewer						
Revenue	(23,909,538)	(23,588,928)	(23,883,698)	(24,329,165)	(445,467)	1.87%
Expense	21,461,173	22,634,235	23,883,698	24,329,165	445,467	1.87%
Balance	(2,448,365)	(954,693)	0	0	-	
Recreation						
Revenue	(1,414,243)	(2,038,480)	(1,891,727)	(2,221,490)	(329,763)	17.43%
Expense	1,030,947	1,712,690	1,891,727	2,221,490	329,763	17.43%
Balance	(383,295)	(325,791)	0	0	-	
Rink						
Revenue	(473,564)	(583,460)	(611,968)	(653,174)	(41,206)	6.73%
Expense	407,870	574,374	611,968	653,174	41,206	6.73%
Balance	(65,694)	(9,086)	0	0	-	
AYCC						
Revenue	(829,990)	(918,565)	(1,217,740)	(1,355,382)	(137,642)	11.30%
Expense	822,558	896,344	1,217,740	1,355,382	137,642	11.30%
Balance	(7,432)	(22,221)	0	0	-	
COA Transportation						
Revenue	(103,868)	(130,263)	(194,644)	(127,549)	67,095	-34.47%
Expense	107,030	124,151	194,644	127,549	(67,095)	-34.47%
Balance	3,162	(6,112)	0	0	-	